

EMPLOYMENT COMMITTEE

TUESDAY 21 MARCH 2023
10.00 AM

Bourges/Viersen Room - Town Hall

AGENDA

Page No

1. **Apologies for Absence**
2. **Declarations of Interest**

At this point Members must declare whether they have a disclosable pecuniary interest, or other interest, in any of the items on the agenda, unless it is already entered in the register of members' interests or is a "pending notification" that has been disclosed to the Solicitor to the Council.

3. **Exclusion of the Public and Press**

To resolve that the press and public be excluded from the meeting on Item 4 Appointment to Executive Director of Adult Services (DASS) and Determination of Salary and Item 5 Appointment to the Executive Director of Children and Young People's Services (DCS) and Determination of Salary on the grounds that the item contains exempt information under Paragraph 1, 2 and 4 of Part 1 of Schedule 12A of the Local Government Act 1972, as amended, and that it would not be in the public interest for this information to be disclosed (Information relating to an individual and negotiations in connection with a labour relations matter arising between the authority and employees or office holders of the authority).

4. **Appointment to the Executive Director of Adult Services (DASS) and Determination of Salary** 3 - 16
5. **Appointment to the Executive Director of Children and Young People's Services (DCS) and Determination of Salary** 17 - 30



There is an induction hearing loop system available in all meeting rooms. Some of the systems are infra-red operated, if you wish to use this system then please contact Dan Kalley on 01733 296334 as soon as possible.

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In the event of the fire alarm sounding all persons should vacate the building by way of the nearest escape route and proceed directly to the assembly point in front of the Cathedral. The duty Beadle will assume overall control during any evacuation, however in the unlikely event the Beadle is unavailable, this responsibility will be assumed by the Committee Chair. In the event of a continuous alarm sounding remain seated and await instruction from the duty Beadle

Recording of Council Meetings

Any member of the public may film, audio-record, take photographs and use social media to report the proceedings of any meeting that is open to the public. Audio-recordings of meetings may be published on the Council's website. A protocol on this facility is available at:

<http://democracy.peterborough.gov.uk/documents/s21850/Protocol%20on%20the%20use%20of%20Recording.pdf>

Committee Members:

Councillors: M Jamil (Chair), W Fitzgerald, Wiggin, Allen, Tyler, Jones (Vice Chairman) and Coles

Substitutes: Councillors: Hogg and Hemraj

Further information about this meeting can be obtained from Dan Kalley on telephone 01733 296334 or by email – daniel.kalley@peterborough.gov.uk

EMPLOYMENT COMMITTEE	AGENDA ITEM 4
21 March 2023	PUBLIC REPORT This report contains an exempt Annex, not for publication, by virtue of Paragraph 4 of Schedule 12A of Part 1 of the Local Government Act 1972.

Report of:	Matt Gladstone, Head of Paid Service	
Cabinet Member(s) responsible:	Cllr Howard, Cabinet Member for Adult Social Care, Health and Public Health	
Contact Officer:	Matt Gladstone, Head of Paid Service	Tel. 452302

**APPOINTMENT TO THE EXECUTIVE DIRECTOR OF ADULT SERVICES (DASS)
AND DETERMINATION OF SALARY**

1. ORIGIN OF REPORT

- 1.1 This report is submitted to the Committee following the need to recruit an Executive Director of Adult Services.

2. PURPOSE AND REASON FOR REPORT

- 2.1 Employment Committee are requested to interview and consider an appointment from an initial recruitment and selection process undertaken with the support of a search and selection agency.

If Employment Committee determine that a candidate is appropriate for the role, Employment Committee are also requested to consider the appropriate salary determination within the Council's senior manager Hay pay structure.

- 2.2 This report is for the Committee to consider under Peterborough City Council's Constitution, Officer Employment Procedures Rules: Part 4, section 9:

4. APPOINTMENT OF CHIEF OFFICERS

3. REASONS FOR EXEMPTION

- 3.1 The attached report is NOT FOR PUBLICATION in accordance with paragraph 4 of Schedule 12A of Part 1 of the Local Government Act 1972 in that it contains information relating to contemplated consultations or negotiations in connection with a labour relations matter arising between the authority and employees or office holders of the authority. The public interest test has been applied to the information contained within the exempt report and it is considered that the need to retain the information as exempt outweighs the public interest in disclosing it.

4. ANNEXES

Annex 1: Executive Director Adult Services

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JOB DESCRIPTION FORM

Job Title & Salary Band: Executive Director for Adult Services (DASS)
Salary band - £142,511 - £173,753 (dependent on experience)

Job Holder:

**Reports to:
(Name & Title)** Chief Executive – Matt Gladstone

1. Job Purpose:

An Executive Director of the Council and a core member of the Corporate Leadership Team (CLT), this role takes collective and shared responsibility for the effective leadership and corporate management of the Council's services, delivery of the Council's statutory functions, improved outcomes and ensuring the most effective use of the Council's resources.

This is a strategic role responsible for establishing and implementing a clear, ambitious vision for Peterborough as a place of growth, regeneration and inward investment to achieve resilient communities with opportunities for residents to thrive.

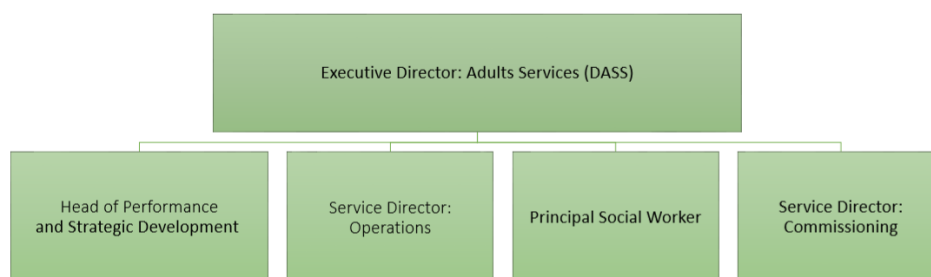
Responsibilities include:

- To lead, direct, develop and manage Adult Social Care and the transformation of services across the Council with a view to promoting independence, improved outcomes and health and well being. Deliver the Council's key corporate and partnership priorities that fall within the remit of the portfolio and in line with the corporate plan.
- As the Council's statutory DASS, advise the Chief Executive, Leader, relevant Cabinet Members, Senior Management Team and the Council on Adult Social Care including adults safeguarding, the development of partnership arrangements and integrated approaches.
- Lead the commissioning, provision and delivery of services and initiatives that understand and address the needs of children and young people and vulnerable adults and their families. These activities will be directly on behalf of the Council and with partners across the Integrated Care System, the independent, voluntary and community sector and regulators.
- Represent Peterborough City Council ensuring effective system leadership as a

key part of the Cambridgeshire and Peterborough Integrated Care System.

2. Organisation:

The role is a Tier 2 post reporting directly to the Chief Executive and is a full member of the Councils' Corporate Leadership Team.



3. Leadership and collaboration:

Provide clear, compelling and inspiring leadership to the Council contributing to the delivery of the Council's Purpose, Strategic Priorities, communicating a clear vision and purpose to positively engage others, internally and externally.

Ensure a leading contribution to the development and delivery of the Council's Corporate Strategy, Medium Term Financial Strategy and Workforce Plan. Actively understand the challenges faced by colleagues across the organisation to be able to effectively support all CLT colleagues to deliver their objectives as well as those of the whole council.

Create a high-performance culture by providing strong and motivational leadership to drive continuous improvement, efficiency savings and higher levels of satisfaction for residents of the County. Actively promote the council's priorities and ways of working and the Council's values and behaviours to ensure they are delivered throughout the organisation.

Personally role model and take responsibility for ensuring an effective approach to corporate parenting and safeguarding of vulnerable people is embedded in areas of responsibility.

Develop and implement effective communication and engagement arrangements with service users, stakeholders, communities and partnership agencies to facilitate effective relationships that drive improvements in service delivery.

Lead the development and maintenance of strong and strategic relationships with key external stakeholders in the public, private and community and voluntary sectors, to optimise opportunities for delivering services in partnership wherever this would generate improved outcomes, effectiveness, or efficiency.

Ensure that the Council is able to specifically influence, work with and achieve collaborative benefits and investments, in partnership with the Cambridgeshire and Peterborough Combined Authority, NHS Cambridgeshire and Peterborough Integrated Care System and the Greater Cambridge Partnership and District and City Councils.

As a Senior Responsible Officer (SRO) or Sponsor of major programmes and projects of change and delivery, ensuring effective programme and project management approaches are applied, ensuring delivery to time, budget and plan, managing risks and issues dynamically and ensuring benefits planned are realised.

To perform the role of 'on-call' Executive Director as part of the rota for local resilience and business continuity arrangements.

As a member of CLT, at times, you should expect to deputise for the Chief Executive.

4. Governance:

Fully understand and uphold the Constitution, Scheme of Financial Delegation and Contract Procedure Rules of the Council and ensure that they are followed throughout the directorate as well as that effective strategy, policy and resource considerations are at the heart of decision making so that services are delivered as efficiently and effectively as possible.

Support the democratic process, providing advice to elected members on the appropriate response to local, regional, national, and international matters as well as the internal business of the Council.

Champion and lead effective management of risk and the active response to audit findings in relation to service delivery and be jointly accountable with others in CLT for the corporate risk register and corporate risk framework of the Council.

Ensures the Council fulfils its duties in relation to standards, complaints, and scrutiny, to maintains an open culture of transparency, accountability, and ownership, taking responsibility for mistakes, putting them right and learning lessons for future improvement.

Act to protect and improve the overall reputation of the Council, representing the Council at appropriate local, regional, and national forums and in the media, as required.

To promote, preserve and protect the health, safety and wellbeing of councillors, employees, service users, contractors, and partners in the provision of Council services, ensuring that the provisions of all relevant legislation are achieved, such as the Health and Safety at Work Act 1974.

5. Innovation:

Champion innovation by being open minded to new and radical ways to deliver services, actively seeking out good practice from others to learn from to develop our own service design and delivery.

Promote a culture of continuous improvement by encouraging colleagues to share ideas, take appropriate risks, and recognising innovation.

Champion and embed a performance and quality assurance culture that delivers results through rigorous open challenge, personal accountability, and continuous improvement

6 Equality, Diversity and Inclusion:

Promote an organisational culture that is positive, safe, respectful, and compassionate, as well as open to change and feedback enabling everyone to feel empowered and valued.

Act at all times in ways that create an inclusive environment where people can thrive and be empowered to do their best. Role model good behaviour and practice and proactively seek ways to ensure staff feel valued and develop a sense of belonging.

Demonstrate awareness of the diverse needs of our residents to inform the decisions made about the services we deliver and ensuring a robust approach to equality impact assessments and their application to employment, service delivery and policy development.

7. Finance:

The post holder is responsible for £112 million gross expenditure - this includes the commissioning budgets for adults and children.

The post holder will:

- continually review and reshape service delivery to achieve financial efficiencies and maximise opportunities for income generation, whilst maintaining the highest standards of service delivery
- ensure the effective management and deployment of all appropriate budgets in line with agreed financial processes, envelopes and savings, including contract budgets for people services and pooled budgets where appropriate.

8 Staff:

The postholder will be responsible for a workforce of approximately

Adult Services - 252
Commissioning - 39

In addition, the postholder is responsible for forming and maintaining effective relationships with Senior Officers and Chief Executives in the NHS, including Secondary Care, Primary Care, Community Health, Community and Safety Groups (LA and partner organisations), Education, Public Health and both the voluntary sector and independent Healthcare and Social Care providers.

9. Principle areas of accountability:

- As the Councils' identified lead for Adult Services and Commissioning, advise the Chief Executives, Corporate Leadership Teams, Leaders of the Council and Cabinet Members on strategies, plans and performance of these areas. Ensure timely advice on all related matters of local and national policy and statutory requirements to enable the Council to make informed decisions.
- Responsible for statutory DASS functions as follows:
 - (i) Accountability for assessing local needs and ensuring availability and delivery of a full range of adult social care services
 - (ii) Professional leadership, including workforce planning
 - (iii) Leading the implementation of standards
 - (iv) Managing cultural change
 - (v) Promoting local access and ownership and driving partnership working
 - (vi) Delivering an integrated whole systems approach to supporting communities
 - (vii) Promoting social inclusion and wellbeing
- Strategically manage the commissioning, provision and delivery of services which safeguard and address the needs of adults and children eligible for social care support across the district.
- Drive improvement in both quality and performance within adult social care within the Council and within the independent sector and lead work to prepare for and respond to external assurance processes for adults and children for 0-25 children with disability services.
- Lead the Council's response to national changes in relation to Adult Social Care and national reforms providing advice to the Chief Executive, Leader and Members about any area where the Council will need to make changes in order to respond.
- Provide strategic oversight of the social care market, quality and care sufficiency and take proactive steps to manage and develop the market in a way that meets the needs of Peterborough residents.

- Develop and implement a strategic approach to building and developing the adult social care workforce both within the Council and with social care providers in the independent sector.
- Provide excellent and inspirational leadership to a diverse, multidisciplinary workforce, driving customer focused service delivery, embedding a culture of change, positive behaviors, solution focused approaches, continuous improvement and common professional standards.
- Ensure that the Council meets its statutory obligations in relation to Adult Social Care, commissioning services for children and adults in all aspects of equalities legislation.
- Develop and deliver annual directorate and financial business plans, ensuring effective management of the budget and management of demand ensuring that statutory functions are met and there is sufficient budget to deliver statutory services
- Initiate and lead transformation programmes across Adult Social Care and Commissioning to deliver improved outcomes, manage demand and ensure efficiency and maximisation of Council resources.
- Drive a systematic approach to personalisation and co production involving the people the Council supports and their family and carers, working closely with the voluntary sector, Partnership Boards and parent/ carer voice organisations for 0-25 services.
- Champion a coherent multi agency approach to service delivery. Work closely with partners to develop the best possible arrangements for early help, prevention and intervention.
- Nominated executive lead for the Integrated Care System working with the Chief Executive and the Director of Public Health. Ensure the Council's accountabilities and responsibilities are executed within joint commissioning and delivery arrangements; including safeguarding vulnerable adults, delivery of outcomes and financial accountabilities and responsibilities.
- Lead responsibility for ensuring that Section 75 agreements with the NHS for integrated services deliver the right outcomes and quality and adapt to the changing context and comply with national and local standards and requirements
- Ensure Adult and Commissioning services are high quality and responsive to organisational, political and residents' needs and reflect corporate priorities, government direction and legislative change.

10. Areas of responsibility:

The post is responsible for directing a number of Service Directors and Heads of Service and will ultimately be responsible for a workforce across a range of council services as follows:

- All Adult Social Care Services- including Early Help, Multi Agency Safeguarding Hub, Home Service Delivery Model, Reablement, Assessment, Long Term Care, Integrated Learning Disability Services, Transfers of Care and Financial Assessment services
- Children with Disability (0-25) Services including Cherry Lodge (children's home)
- Commissioning including Brokerage, Contracts and Access to Resources

11. Key relationships:

Elected Members

- Council Leader
- Portfolio Holder
- Scrutiny Chairs

Manager (Chief Executive)

- 1:1 meeting monthly
- CLT meeting weekly
- Constant performance review
- Regular e-mail, telephone and personal contact and ad hoc meetings as required

Direct reports

- 1:1 meeting monthly
- Departmental Management Team meeting fortnightly
- Regular e-mail, telephone and personal contact and ad hoc meetings as required

Partners

Senior officers in:

- The Combined Authority
- The Eastern Region
- Cambridgeshire County Council
- The Integrated Care Board and System
- The Voluntary and Community Sector
- Police and Crime Commissioner
- Cambridgeshire Constabulary
- NHS Community and Acute Trusts

Other contacts

- Regular contact with staff across the directorates and commissioned services
- Extensive involvement and representation in communities and cross-sector

partnerships

- Regular meetings with service providers to provide strategic management and direction, and performance management
- Regular correspondence and engagement with Members of Parliament
- Regular presentations to a variety of groups and organisations
- Regional national and international professional partnerships
- Regular contact with elected representatives, informally, and formally
- Regular interaction with Department of Health, the Department for Communities and Local Government, Ofsted, the Care Quality Commission

12. Decision Making Authority:

This post:

Takes all strategic and operational decisions relating to the business and statutory framework of the division without reference to the Chief Executive, who is kept informed of high-profile matters on a need-to-know basis.

- Informs and/or consult the Chief Executive about all politically sensitive and complex matters relating to the business of the division.
- Takes responsibility for the development of strategic business and financial plan for the directorate in the contest of a collaborative corporate and departmental planning framework.
- Takes responsibility for the financial decisions within the overall budget directorate and corporate standing orders and financial regulations.
- Makes recommendations to the Chief Executive in relation to strategic policy and planning of the division, defining priorities, and developing plans in response to those priorities.
- Contributes to the strategic development of the department as a member of the Senior Management Team.
- Extensive and significant decision-making authority at an operational, strategic and financial level - most aspects of the role are autonomous (within statutory and policy constraints).
- Wide ranging delegations set out within the Constitution, and the ability to make decisions within the Chief Executive's delegations, in their absence.

13. Person Specification:

Essential qualification:

- Qualified to degree level or equivalent by experience.
- Evidence of continuous professional and leadership skill development.

Desirable qualification:

- A relevant Postgraduate Level qualification or equivalent and/or relevant compensating experience at a senior leadership level.
- Higher degree and / or professional Qualification – relevant to the requirements of the role.

Knowledge / Experience:

Significant and successful experience of:

- Working at a senior level within a large and complex organisation with comparable scope, responsibilities, budget, and resources.
- Providing balanced strategic advice and guidance in a political setting.
- Leading the delivery of public services with competing priorities and demands often outside of the Council's direct control.
- Leading transformational change and creating innovative service models, particularly in response to the demands of an organisation that is undergoing a radical transformation and modernisation.
- Delivering complex projects on time and within budget and outcomes.
- Leading and contributing to strategic decision making, resource allocation and to policy formulation and delivery, adopting a problem-solving culture.
- Delivering creative and innovative solutions to improve the use of resources and achieve value for money across an organisation.
- Establishing a strong performance culture including effective performance measures, evaluation of service quality and the improvement of service delivery to achieve the Council's objectives.
- Leading, managing and developing employees to sustain high levels of service delivery, recognising and developing talent.
- Developing and nurturing positive and constructive working relationships with a wide range of customers, stakeholders and partners, maintaining a positive personal and organisational profile.

Role specific:

- Proven achievement of leadership success across Adult Social Care and wellbeing activities with the ability to show broad scope of interpreting complex regulatory requirements whilst delivering services with strong social impact.
- An in depth understanding and commitment to safeguarding and the issues involved in tackling inequalities and disadvantage.
- Strong understanding of the health system and independent provider requirements.
- Strong appreciation of the varying needs of a diverse community.
- Demonstrable experience of joint work with the NHS.
- Good knowledge of best practice methodologies, local, regional and national policy developments and stakeholder knowledge to enable effective collaboration and commissioning arrangements.
- Thorough understanding and experience of managing the principal responsibilities and key challenges facing local government in the provision and management of adult services.
- Thorough commercial and financial understanding of Commissioning, market

management and development.

Skills:

Ability to demonstrate:

- A comprehensive understanding of the current issues and challenges facing local government as well as the statutory framework governing the sector.
- Skills in understanding and responding to different perspectives and taking a cross-organisational approach, gained by working in a political or similarly challenging environment.
- Business acumen and an entrepreneurial mindset to lead the strategic delivery of services and maintain a focus on obtaining best value for money at all times balanced, against the difficult and sensitive challenges faced.
- Ability to lead, develop and sustain effective team, partnership and multi-agency working through strong effective advocacy, influencing and negotiating skills.
- Skills to provide creative solutions to complex problems together with high level analytical, presentational and communication skills.
- Ability to establish and sustain positive relationships that generate confidence, ability and trust.
- Highly developed influencing and negotiation skills to operate at a strategic professional and political level, locally and nationally.
- Understanding of the barriers to organisational and cultural change and the commitment to being a catalyst for change.

Role specific:

- High intellectual and analytical abilities; able to assimilate and analyse information quickly, identifying issues, priorities and solutions and using effective models, techniques, and resources to resolve issues.

Personal Effectiveness:

Ability to demonstrate:

- A clear and strong personal commitment to equality, diversity and inclusion and a track record of developing inclusive services and leading by example.
- Evidence of leading people and services to recognise, respect and value individual needs to achieve a culture of inclusivity.
- Evidence of operating effectively and openly within the democratic process with the political acumen and skills to develop productive working relationships with Councillors that command respect, trust and confidence.
- Personal and professional credibility which commands the confidence of elected members, senior managers, staff, external partners and external stakeholders.
- Leadership by example with a style that empowers others and is open to question and challenge as well as a commitment to continuous self-improvement.
- A commitment to and evidence of successful strategies in managing personal resilience and wellbeing at a leadership level and promoting positive leadership practice, role modelling these behaviours for others.
- Evidence of planning for the future delivery of services, including effective workforce planning for future challenges.

14. Additional Information:

Political Restriction

This post is politically restricted under the Local Government and Housing Act 1989, as amended by the Local Democracy, Economic Development and Construction Act 2009 and the post holder may not have any active political role either in or outside work.

Context of Role:

Operating

The role is about the strategic leadership, commissioning and management of a wide range of services and diverse partnerships. The post holder will need to promote, develop, lead and manage effective partnership working and strategic alliances with internal and external stakeholders including authorities, partner organisations and other agencies in order to achieve continuous improvement in the provision of services and input into policy developments.

Environment

The role regularly interacts with partners, commercial providers, businesses, developers and investors, district, town and parish councils, community groups, interest groups, and strategic leaders across the public and voluntary sectors, locally, nationally and internationally.

The post holder will need to operate in a political environment with a number of political groups across the Council, being aware of and taking into account political considerations when giving advice yet remaining politically neutral at all times.

The post holder will be required to advise the administration of the Council on how to achieve their priorities, yet also be able to provide advice to opposition groups as to how to challenge should they wish to do so. This requires careful handling to ensure all groups maintain confidence in the team's impartiality and a recognition that policies and priorities of the political groups in the Council may be different.

To continue to deliver services and to ensure that the Council is legally compliant in the services that they deliver as resources reduce, thus avoiding legal challenge as far as possible.

The post holder will play a key influencing role in respect of the statutory, independent, voluntary and private sector organisations that operate within local communities. This will require regular attendance and membership [where appropriate] at board level meetings, and regular engagement within and leadership of key stakeholder events and public events.

Framework

The role is governed by a clear statutory framework and other key legislation that relates to the statutory functions of Local Authorities- the Care Act 2014 and the Children and Families Act 2014 specifically. The role is further governed by health and safety legislation, contract and financial management regulations, relevant inspection and regulation or assurance frameworks (including Ofsted and CQC), and the Council's constitution.

SIGNATURES:

After reviewing the questionnaire sign it to confirm its accuracy

JOB HOLDER: _____

DATE: _____

LINE MANAGER: _____

DATE: _____

EMPLOYMENT COMMITTEE	AGENDA ITEM 5
21 March 2023	PUBLIC REPORT This report contains an exempt Annex, not for publication, by virtue of Paragraph 4 of Schedule 12A of Part 1 of the Local Government Act 1972.

Report of:	Matt Gladstone, Head of Paid Service	
Cabinet Member(s) responsible:	Cllr Ayres, Cabinet Member for Childrens Services, Education, Skills and University	
Contact Officer:	Matt Gladstone, Head of Paid Service	Tel. 452302

APPOINTMENT TO THE EXECUTIVE DIRECTOR OF CHILDREN AND YOUNG PEOPLE’S SERVICES (DCS) AND DETERMINATION OF SALARY

1. ORIGIN OF REPORT

- 1.1 This report is submitted to the Committee following the need to recruit an Executive Director of Children and Young People’s Services.

2. PURPOSE AND REASON FOR REPORT

- 2.1 Employment Committee are requested to interview and consider an appointment from an initial recruitment and selection process undertaken with the support of a search and selection agency.

If Employment Committee determine that a candidate is appropriate for the role, Employment Committee are also requested to consider the appropriate salary determination within the Council’s senior manager Hay pay structure.

- 2.2 This report is for the Committee to consider under Peterborough City Council’s Constitution, Officer Employment Procedures Rules: Part 4, section 9:

4. APPOINTMENT OF CHIEF OFFICERS

3. REASONS FOR EXEMPTION

- 3.1 The attached report is NOT FOR PUBLICATION in accordance with paragraph 4 of Schedule 12A of Part 1 of the Local Government Act 1972 in that it contains information relating to contemplated consultations or negotiations in connection with a labour relations matter arising between the authority and employees or office holders of the authority. The public interest test has been applied to the information contained within the exempt report and it is considered that the need to retain the information as exempt outweighs the public interest in disclosing it.

4. ANNEXES

Annex 1: Executive Director Children and Young People’s Services

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JOB DESCRIPTION FORM

Job Title & Salary Band: Executive Director for Children and Young People's Services
Salary band - £142,511 - £173,753 (dependent on experience)

Job Holder:

Matt Gladstone – Chief Executive

**Reports to:
(Name & Title)**

1. Job Purpose:

An Executive Director of the Council and a core member of the Corporate Leadership Team (CLT), this role takes collective and shared responsibility for the effective leadership and corporate management of the Council's services, delivery of the Council's statutory functions, improved outcomes and ensuring the most effective use of the Council's resources.

This is a strategic role responsible for establishing and implementing a clear, ambitious vision for Peterborough as a place of growth, regeneration and inward investment to achieve resilient communities with opportunities for residents to thrive.

Responsibilities include:

- As the Council's Statutory Director of Children's Services, advise the Chief Executive, Leader, relevant Cabinet Members, Senior Management Team and Council on Children's safeguarding and social care arrangements.
- Champion the needs and aspirations of all children and young people and their families across the city.
- Ensure the provision of services which address the needs of all children and young people, including the most disadvantaged and vulnerable, and their families and carers
- Develop and lead a high-quality leadership team delivering a wide range of Services within both Children's and Education services including SEND
- Build high-performing strategic relationships, including with statutory partners, the Combined Authority, Regional non-statutory bodies, parish councils, neighbouring councils, community organisations, faith groups and voluntary and other non-profit sector agencies.
- Responsibility for the integrated commissioning and delivery arrangements for all children's services based upon tri-partite arrangements between the statutory partners.

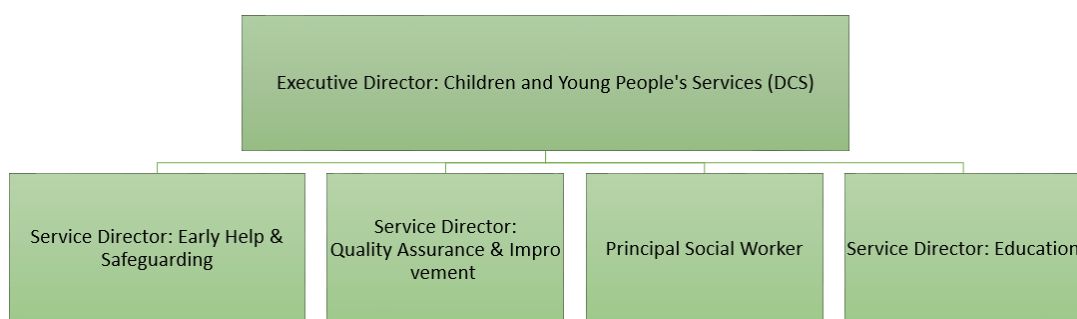
The post holder will also hold the Statutory Post of Director of Children's Services and will exercise the functions as set out in Section 18 (2) of the Children Act 2004 as well as the Chief Education Officer as set out in Section 53 (2) of the Education Act 1996). The post

holder has direct access to the Head of Paid Service, Cabinet and Members in order to fulfil their statutory functions.

Along with Adult Social Care, Children's Services is the most crucial council service to reconcile demand increases with budgetary control and quality improvement. The postholder will play a vital role at the heart of the Council in order to achieve this.

2. Organisation:

The role is a Tier 2 post reporting directly to the Chief Executive and is a full member of the Councils' Corporate Leadership Team.



As DCS, direct line management is only part of this dimension; influencing statutory partners at Executive Director/Chief Officer or equivalent level in order to focus resources to secure best outcomes for children and young people is a key aspect of the role.

3. Leadership and collaboration:

Provide clear, compelling, and inspiring leadership to the Council contributing to the delivery of the Council's Purpose, Strategic Priorities, communicating a clear vision and purpose to positively engage others, internally and externally.

Ensure a leading contribution to the development and delivery of the Council's Corporate Strategy, Medium Term Financial Strategy and Workforce Plan. Actively understand the challenges faced by colleagues across the organisation to be able to effectively support all CLT colleagues to deliver their objectives as well as those of the whole council.

Create a high-performance culture by providing strong and motivational leadership to drive continuous improvement, efficiency savings and higher levels of satisfaction for residents of the County. Actively promote the council's priorities and ways of working and the Council's values and behaviours to ensure they are delivered throughout the organisation.

Personally role model and take responsibility for ensuring an effective approach to corporate parenting and safeguarding of vulnerable people is embedded in areas of responsibility.

Develop and implement effective communication and engagement arrangements with service users, stakeholders, communities and partnership agencies to facilitate effective relationships that drive improvements in service delivery.

Lead the development and maintenance of strong and strategic relationships with key external stakeholders in the public, private and community and voluntary sectors, to optimise opportunities for delivering services in partnership wherever this would generate improved outcomes, effectiveness, or efficiency.

Ensure that the Council is able to specifically influence, work with and achieve collaborative benefits and investments, in partnership with the Cambridgeshire and Peterborough Combined Authority, NHS Cambridgeshire and Peterborough Integrated Care System and the Greater Cambridge Partnership and District and City Councils.

As a Senior Responsible Officer (SRO) or Sponsor of major programmes and projects of change and delivery, ensuring effective programme and project management approaches are applied, ensuring delivery to time, budget and plan, managing risks and issues dynamically and ensuring benefits planned are realised.

To perform the role of 'on-call' Executive Director as part of the rota for local resilience and business continuity arrangements.

As a member of CLT, at times, you should expect to deputise for the Chief Executive.

4. Governance:

Fully understand and uphold the Constitution, Scheme of Financial Delegation and Contract Procedure Rules of the Council and ensure that they are followed throughout the directorate as well as that effective strategy, policy and resource considerations are at the heart of decision making so that services are delivered as efficiently and effectively as possible.

Support the democratic process, providing advice to elected members on the appropriate response to local, regional, national, and international matters as well as the internal business of the Council.

Champion and lead effective management of risk and the active response to audit findings in relation to service delivery and be jointly accountable with others in CLT for the corporate risk register and corporate risk framework of the Council.

Ensures the Council fulfils its duties in relation to standards, complaints, and scrutiny, to maintains an open culture of transparency, accountability, and ownership, taking responsibility for mistakes, putting them right and learning lessons for future improvement.

Act to protect and improve the overall reputation of the Council, representing the Council at appropriate local, regional, and national forums and in the media, as required.

To promote, preserve and protect the health, safety and wellbeing of councillors,

employees, service users, contractors, and partners in the provision of Council services, ensuring that the provisions of all relevant legislation are achieved, such as the Health and Safety at Work Act 1974.

5. Innovation:

Champion innovation by being open minded to new and radical ways to deliver services, actively seeking out good practice from others to learn from to develop our own service design and delivery.

Promote a culture of continuous improvement by encouraging colleagues to share ideas, take appropriate risks, and recognising innovation.

Champion and embed a performance and quality assurance culture that delivers results through rigorous open challenge, personal accountability, and continuous improvement

6 Equality, Diversity and Inclusion:

Promote an organisational culture that is positive, safe, respectful, and compassionate, as well as open to change and feedback enabling everyone to feel empowered and valued.

Act at all times in ways that create an inclusive environment where people can thrive and be empowered to do their best. Role model good behaviour and practice and proactively seek ways to ensure staff feel valued and develop a sense of belonging.

Demonstrate awareness of the diverse needs of our residents to inform the decisions made about the services we deliver and ensuring a robust approach to equality impact assessments and their application to employment, service delivery and policy development.

7. Finance:

The post holder is responsible for £81 million gross expenditure.

The post holder will:

- continually review and reshape service delivery to achieve financial efficiencies and maximise opportunities for income generation, whilst maintaining the highest standards of service delivery
- ensure the effective management and deployment of all appropriate budgets in line with agreed financial processes, envelopes and savings, including contract budgets for people services and pooled budgets where appropriate.

8 Staff:

The postholder will be responsible for a workforce of approximately

Children's Services - 289

Education - 134

9. Principle areas of accountability:

- Support the Council's Chief Executive by being the principal adviser on matters relating to Children's Services (including Social Care), Education and Skills (acting as the statutory DCS) and ensure timely advice to relevant Council bodies on all related matters of local and national policy and statutory requirements to enable the Council to make informed decisions.
- Lead on the design, development, commissioning, delivery and improvement of Children's Services.
- Through expert Leadership and Partnership at a local, regional, and national level work to develop system level ways of working that ensure the outcomes for children and families including children's well-being are improved, basing this on the needs of Peterborough communities.
- Be a leader at council and city level for the safeguarding and protection of children and young people through advocacy for children and professional expertise in multiagency safeguarding practice.
- Support the Council to discharge the shared responsibility to be an effective and caring Corporate Parent for Children Looked After and ensuring that their educational attainment improves and that appropriate, stable, and high-quality placements that show we understand and can meet the needs of our Vulnerable Children.
- Ensuring children with SEND can access high quality provision that meets their needs and that provision for children with EHCPs is funded; suitable alternative provision is available for children outside mainstream education or missing education, so they receive suitable full-time education; coherent planning between all agencies providing services for children involved in the youth justice system (including those leaving custody).
- Challenge under performance and influence schools' improvement in an increasingly complex educational arena.
- Leadership responsibility for Children's Services within the integrated Care System on behalf of the Local Authority taking an active role in the children and maternity collaborative.

- Ensuring the Councils' accountabilities and responsibilities are executed within joint commissioning and delivery arrangements; including safeguarding vulnerable children, delivery of outcomes and financial accountabilities and responsibilities.
- Lead the integration agenda and ensure the development, commissioning and delivery of multi-agency strategies and plans for:
 - * Children with special educational, disabilities and complex needs (SEND)
 - * Pre-birth – 5 (Best Start in Life)
 - * Adolescents
- Responsible individual for children's respite and residential care homes.
- Manage the statutory inspection processes to deliver effective relationships, improving outcomes and ratings for all services.
- Ensure effective and robust governance arrangements.
- Develop and deliver annual directorate and financial business plans, ensuring sufficient budget to deliver statutory services and transformation programmes to deliver savings and manage demand.
- Provide strategic leadership for the design, development, and delivery of an effective workforce strategy for children's safeguarding and social care, encompassing both direct and commissioned services and ensuring market sustainability and viability and the development of a sustainable, professional and highly motivate social care workforce.
- Act as a role model and exemplar in achieving a people-centred, collaborative, values based and inclusive organisational culture that promotes innovation and creativity, nurtures growth, and focuses on developing and maximises potential of the children's workforce to improve services – this is especially important considering the complex issues in building and maintaining a strong permanent children's services workforce.
- Actively encourage innovation and creativity across the services managed and commissioned, pushing boundaries to improve efficiency, provide value for money and achieve new ways of working.

10. Areas of responsibility:

The post is responsible for directing a number of Service Directors and Heads of Service and will ultimately be responsible for a workforce across a range of council services including:

- Children's Services and Safeguarding
- Fostering and Regional Adoption
- Youth Justice
- Clare Lodge residential home

- Family Safeguarding and Assessment
- Corporate Parenting
- Children's Social Care
- Early Help
- Education
- School Standards and Effectiveness
- Special Educational Needs
- Early Years and Childcare

11. Key relationships:

Elected Members

- Council Leader
- Portfolio Holder
- Scrutiny Chairs

Manager (Chief Executive)

- 1:1 meeting monthly
- CLT meeting fortnightly
- Constant performance review
- Regular e-mail, telephone and personal contact and ad hoc meetings as required

Direct reports

- 1:1 meetings monthly
- Departmental Management Team meeting fortnightly
- Regular e-mail, telephone and personal contact and ad hoc meetings as required

Other contacts

- Regular contact with staff across the directorates and commissioned services.
- Extensive involvement and representation in communities and cross-sector partnerships.
- Regular meetings with service providers to provide strategic management and direction, and performance management.
- Regular correspondence and engagement with Members of Parliament.
- Regular presentations to a variety of groups and organisations.
- Regional national and international professional partnerships.
- Regular contact with elected representatives, informally, and formally.

12. Decision Making Authority:

This post:

Takes all strategic and operational decisions relating to the business and statutory framework of the division without reference to the Chief Executive, who is kept informed of high-profile matters on a need-to-know basis.

- Informs and/or consult the Chief Executive about all politically sensitive and complex matters relating to the business of the division.

- Takes responsibility for the development of strategic business and financial plan for the directorate in the context of a collaborative corporate and departmental planning framework.
- Takes responsibility for the financial decisions within the overall budget directorate and corporate standing orders and financial regulations.
- Makes recommendations to the Chief Executive in relation to strategic policy and planning of the division, defining priorities, and developing plans in response to those priorities.
- Contributes to the strategic development of the department as a member of the Corporate Leadership Team.
- Extensive and significant decision-making authority at an operational, strategic and financial level - most aspects of the role are autonomous (within statutory and policy constraints).
- Wide ranging delegations set out within the Constitution, and the ability to make decisions within the Chief Executive's delegations, in their absence.

13. Person Specification:

Essential qualification:

- Qualified to degree level or equivalent by experience.
- Evidence of continuous professional and leadership skill development.

Desirable qualification:

- A relevant Postgraduate Level qualification or equivalent and/or relevant compensating experience at a senior leadership level.
- Higher degree and / or professional Qualification – relevant to the requirements of the role.

Knowledge / Experience:

Significant and successful experience of:

- Working at a senior level within a large and complex organisation with comparable scope, responsibilities, budget, and resources.
- Providing balanced strategic advice and guidance in a political setting.
- Leading the delivery of public services with competing priorities and demands often outside of the Council's direct control.
- Leading transformational change and creating innovative service models, particularly in response to the demands of an organisation that is undergoing a radical transformation and modernisation.
- Delivering complex projects on time and within budget and outcomes.
- Leading and contributing to strategic decision making, resource allocation and to policy formulation and delivery, adopting a problem-solving culture.
- Delivering creative and innovative solutions to improve the use of resources and achieve value for money across an organisation.

- Establishing a strong performance culture including effective performance measures, evaluation of service quality and the improvement of service delivery to achieve the Council's objectives
- Leading, managing and developing employees to sustain high levels of service delivery, recognising and developing talent.
- Developing and nurturing positive and constructive working relationships with a wide range of customers, stakeholders and partners, maintaining a positive personal and organisational profile

Role specific:

- Good knowledge of best practice methodologies, local, regional and national policy developments and stakeholder knowledge to enable effective collaboration and commissioning arrangements.
- Thorough understanding of the principal responsibilities and key challenges facing local government in the provision and management of children's services, social services and education services particularly in the effective commissioning of these areas
- An in depth understanding and commitment to safeguarding and the issues involved in tackling inequalities and disadvantage.
- Strong appreciation of the varying needs of a diverse community.
- Experience of successfully managing large, multi-faceted proposals and projects within a complex, political, multi discipline, multi-cultural environment.
- Proven experience of influencing regional and national policy, including funding allocations, to benefit local priorities.
- Evidence of successful partnership development or delivery through partnerships including an ability to work with local partners to develop joint strategies for implementing government requirements and local service.
- Practical experience of leading services in at least three of the following areas is desirable:
 - Customer-facing service operations
 - Service improvement programmes
 - Education
 - Children's social care
 - Safeguarding
 - Social work
 - Fostering / Adoption
 - Residential Unit(s)
 - Special Educational Needs

Skills:

Ability to demonstrate:

- A comprehensive understanding of the current issues and challenges facing local government as well as the statutory framework governing the sector.
- Skills in understanding and responding to different perspectives and taking a cross-organisational approach, gained by working in a political or similarly challenging environment.
- Business acumen and an entrepreneurial mindset to lead the strategic delivery of services and maintain a focus on obtaining best value for money at all times

balanced, against the difficult and sensitive challenges faced.

- Ability to lead, develop and sustain effective team, partnership and multi-agency working through strong effective advocacy, influencing and negotiating skills.
- Skills to provide creative solutions to complex problems together with high level analytical, presentational and communication skills.
- Ability to establish and sustain positive relationships that generate confidence, ability and trust.
- Highly developed influencing and negotiation skills to operate at a strategic professional and political level, locally and nationally.
- Understanding of the barriers to organisational and cultural change and the commitment to being a catalyst for change.

Role specific:

High intellectual and analytical abilities; able to assimilate and analyse information quickly, identifying issues, priorities and solutions and using effective models, techniques and resources to resolve issues

Personal Effectiveness:

Ability to demonstrate:

- A clear and strong personal commitment to equality, diversity and inclusion and a track record of developing inclusive services and leading by example.
- Evidence of leading people and services to recognise, respect and value individual needs to achieve a culture of inclusivity.
- Evidence of operating effectively and openly within the democratic process with the political acumen and skills to develop productive working relationships with Councillors that command respect, trust and confidence.
- Personal and professional credibility which commands the confidence of elected members, senior managers, staff, external partners and external stakeholders.
- Leadership by example with a style that empowers others and is open to question and challenge as well as a commitment to continuous self-improvement.
- A commitment to and evidence of successful strategies in managing personal resilience and wellbeing at a leadership level and promoting positive leadership practice, role modelling these behaviours for others.
- Evidence of planning for the future delivery of services, including effective workforce planning for future challenges.

14. Additional Information:

Political Restriction

This post is politically restricted under the Local Government and Housing Act 1989, as amended by the Local Democracy, Economic Development and Construction Act 2009 and the post holder may not have any active political role either in or outside work.

Context to Role:

Operating

The role is about the strategic leadership, commissioning and management of a wide range of services and diverse partnerships.

The post holder will need to promote, develop, lead and manage effective partnership working and strategic alliances with internal and external stakeholders including authorities, partner organisations and other agencies in order to achieve continuous improvement in the provision of services and input into policy developments.

Environment

The role regularly interacts with partners, commercial providers, businesses, developers and investors, district, town and parish councils, community groups, interest groups, and strategic leaders across the public and voluntary sectors, locally, nationally and internationally.

The post holder will need to operate in a political environment with a number of political groups across the Council, being aware of and taking into account political considerations when giving advice yet remaining politically neutral at all times.

The post holder will be required to advise the administration of the Council on how to achieve their priorities, yet also be able to provide advice to opposition groups as to how to challenge should they wish to do so. This requires careful handling to ensure all groups maintain confidence in the team's impartiality and a recognition that policies and priorities of the political groups in the Council may be different.

To continue to deliver services and to ensure that the Council is legally compliant in the services that they deliver as resources reduce, thus avoiding legal challenge as far as possible.

The post holder will play a key influencing role in respect of the statutory, independent, voluntary and private sector organisations that operate within local communities. This will require regular attendance and membership [where appropriate] at board level meetings, and regular engagement within and leadership of key stakeholder events and public events.

Framework

The role is governed by an extensive set of regulations, policies, procedures and systems and the Children and Families Act 2014 specifically. It includes management and leadership of the statutory roles of the Council as Local Planning, Waste, Highway and Housing Authorities which are governed by primary legislation, as are many other functions that fall within the remit of this post. The role is further governed by health and safety legislation, contract and financial management regulations, relevant inspection frameworks (including Ofsted), and the Council's constitution.

SIGNATURES:

After reviewing the questionnaire sign it to confirm its accuracy

JOB HOLDER: _____

DATE: _____

LINE MANAGER: _____

DATE: _____

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